

THE VISION AND VALUES OF VILNIUS UNIVERSITY

VISION

We are a University of a living tradition, committed to truth and society. We work together to be a centre of scientific knowledge and critical thinking, recognised in the world and a force of change in Lithuania.

VALUES

OPENNESS to the diversity of ideas and views, the distinctiveness of people and identities.

INTEGRITY of the University's goals, activities and resources, based on personal dignity and respectful collaboration.

IMPROVEMENT by creating an enabling environment with a commitment to excellence, growth and acceptance of those wanting to improve in order to achieve exceptional value.

A **LONG-TERM PURPOSE** stemming from a prospective foresight seen as a responsibility to the state and society, culture and the environment.

VILNIUS UNIVERSITY STRATEGIC PLAN FOR 2021–2025

STRATEGIC DIRECTIONS, LONG-TERM OBJECTIVES and their indicators

1. Strategic direction – **CREATING SOCIETY AND THE STATE**

Long-term objective	Long-term objective indicator
1.1. Graduates capable of solving societal problems	1.1.1. The study impact assessment on careers (a graduate survey)

To achieve the ambitious goal of fostering graduates who will create the future society and be capable of solving its most pressing problems, we will foster student development, which is enabled by the change in attitude towards oneself and the world that comes from deep subject knowledge. Therefore, to improve the study process, we will strive to make learning more active, individual, and interdisciplinary, based on scientific cognition methods; we will strengthen the development of general competencies, and measure the career changes of VU graduates in the five years after graduation by means of a survey.

Long-term objective	Long-term objective indicators
1.2. Research of a high international level	<p>1.2.1. An increase in the comparative assessment of the quality score of VU's research fields (a higher assessment in 2023: no less than 10 fields evaluated no less than 4–5 out of 5 – 60% of fields).</p> <p>1.2.2. International recognition of VU's research: an increase in the number of top-level international research grants (ERC/MSCA IF/Coordinated Horizon Europe projects) (50%).</p> <p>1.2.3. The growth of the share of foreign researchers working at VU for at least a year from the total number of academic staff (50%).</p>

We will strive to improve the quality of the University's research activities by strengthening national leadership, international visibility, and recognition of our research fields. We will draw up plans for the development of research fields. To increase the international competitiveness of VU's research, we will use the best practices to educate young researchers (doctoral and postdoctoral), strengthen the competencies of researchers to successfully participate and lead in international project activities and networking, promote interdisciplinary research integration, and create an international research environment by bringing together the necessary research competencies.

Long-term objective	Long-term objective indicators
1.3. VU's influence on society and the State	<p>1.3.1. The impact of VU's expertise on public policy formation (qualitative evaluation indicator)</p> <p>1.3.2. A significant growth in scientific communication</p> <p>1.3.3. Attracting motivated students to all study cycles (first choice to the first and second cycles, best graduates to doctoral studies)</p> <p>1.3.4. Involvement with the implementation of Sustainable Development Goals (participation in the ranking and number of activities)</p>

Taking our responsibility to society and the State, we will seek that VU leads in academia and public debate through critical reflection on key issues and the proposal of expert solutions. We will consistently develop forms of expert participation, proposing solutions that shape public policy. By contributing to overcoming the current challenges, we will create an interdisciplinary research and study environment focused on the implementation of sustainable development goals – health and well-being, high-quality education and climate change prevention. In addition, we will develop Lithuanian studies, understanding Lithuanian studies as an entirety of interdisciplinary knowledge about Lithuania. In these areas, we will collaborate with other higher education institutions, research institutes, hospitals, etc.

Another important dimension of VU's responsibility to society is scientific communication, which shapes public opinion on the basis of solid and reliable knowledge. We must not only communicate the work and achievements of VU researchers in a compelling way but also strengthen public understanding of the fundamental importance of scientific knowledge and critical reflection and its tangible practical value. We will use the principles of open science and various forms of dissemination for the accessibility of research results. We will strengthen the international visibility of VU's scientific achievements, with the aim of establishing VU as a place for research and studies on the European and global map of universities.

To attract motivated students, we will expand our activities with schools to encourage them to actively pursue their studies as a path to personal development based on scientific knowledge. For students of higher cycles, we will provide more opportunities to transform their deep scientific knowledge into ambitious professional goals.

Long-term objective	Long-term objective indicator
1.4. The pedagogy of the 21st century	1.4.1. The areas under evaluation of the pedagogy field valued at least 4 points out of 5 in the external evaluation of 2024.

With two national teacher training centres in Vilnius and Šiauliai, as well as the involvement of subject-specific faculties in teacher education, the University seeks to become a national leader in the area of pedagogical research and studies, assuming conceptual responsibility for the development of education in Lithuania and the creation of a 21st-century school based on an educational process that ensures the needs of the future of society. We will implement this by

developing a concept for teacher training, improvement of their competencies and development of professional qualifications based on international research and the experience of advanced education systems.

2. Strategic direction – **COLLABORATIVE**

Long-term objective	Long-term objective indicators
2.1. Interdisciplinary and international research and studies	<p>2.1.1. Enabling all students to gain international study experience (Study internationalisation indicator)</p> <p>2.1.2. The impact of the Arqus Alliance partnership on VU studies and science (the number of community members involved, joint research and study initiatives)</p>

As part of our commitment to ensure that our graduates are able to operate in a global environment, we will enable all graduates to gain international study experience which consists of the experience gained through physical or virtual mobility and through the international content of their studies. The internationality of studies at the University will be developed by increasing the internationality of the study environment and by implementing internationalisation plans for each study programme.

For the internationalisation of research and studies, we will use the opportunities provided by the Arqus European University Alliance – an innovative and open laboratory for institutional learning. By testing innovative collaboration methods, we will build long-term, sustainable structures and mechanisms for close inter-institutional collaboration in the areas of studies, research, and social partnership.

3. Strategic direction – **SUSTAINABLE**

Long-term objective	Long-term objective indicator
3.1. Motivated employees and engaged students	3.1.1. Increased average score for engagement with work and studies and satisfaction with the organisation, job, unit compared to the assessment of 2020 (4.22 for engagement with work, an average of 4 for overall satisfaction with the organisation, job, unit)

In order to achieve employee and student engagement and well-being, we will initiate and support projects aimed at fostering the university culture in order to make VU the best employer in terms of adequate remuneration, prestige, freedom, and social security. We take different opinions into account and encourage debate. We will develop and implement academic career models and provide a range of opportunities for staff development, building in particular on our intellectual potential ('The University teaches the University'). We will encourage student employment at the University. We will focus on streamlining administrative processes, strengthening the relationship between general affairs units and academic units, and creating a comfortable and socially, culturally, and aesthetically appropriate work and study environment.

Long-term objective	Long-term objective indicator
3.2. Infrastructure that meets future needs	<p>3.2.1. Development of the infrastructure of Saulėtekis and Santara VU campuses, and humanitarian and social sciences.</p> <p>3.2.2. Improvement of the effectiveness of operational support (community satisfaction with operational support at least 4 out of 5)</p> <p>3.2.3. Green University: (50 per cent emission reduction; research and education activities)</p>

We will continue to concentrate academic activities to ensure that the upgraded infrastructure supports the development of different science fields and conditions for interdisciplinary cooperation. We will improve the quality of our services to the academic community by building relationships based on university values and mutual respect. We will develop and implement a workplace standard, taking into account the essential needs of employees and the development of information technology.

In response to the current ecological agenda, we will develop a Green University model with the aim of a more sustainable ecological future (all infrastructure projects will be assessed for the environmental impact; operational greenhouse gas emissions will be substantially reduced) and with the development of environmentally relevant academic activities in various areas of research, generating new knowledge and educating the public.

Long-term objective	Long-term objective indicator
3.3. Financial growth through income diversification	3.3.1. A change of 25 per cent in the revenue from SR&ED solutions and services and lifelong learning activities compared to the previous five-year period.

We will contribute to the country's economic, social, and cultural development, and to the creation of a high value-added economy through the application of science-based solutions. To diversify and grow our income, we will promote a broad range of cooperation between science and business, the public sector, the commercialisation of science, and the establishment of start-ups and innovative enterprises. We will increase the supply of SR&ED services created at the University. In line with the University's educational mission, we will create a comprehensive lifelong learning centre.

Vilnius University Strategic Plan for 2021–2025 and its links to the Annual Action Plan for 2021

1. Strategic direction – CREATING SOCIETY AND THE STATE

1.1. Graduates capable of solving societal problems

1.1.1. The study impact assessment on careers (a graduate survey)

Objective for 2021: Updating the graduate survey questionnaire and conducting the survey

Annual activities	Measurement of the fulfilment of activities
Increasing options for student choice and interdisciplinarity	<ul style="list-style-type: none"> - Changing study programme plans by releasing 60 ECTS and offering 30 ECTS to students of other study programmes by Q3 of 2021 - Development (VUSIS programming) and completion (30 ECTS per each study programme) of the supply catalogue by Q2 - Updating the concept, procedure for minor study programmes by Q2 and development of the supply by Q4 - Establishment of the procedure for internal mobility within the University by Q3
Introducing general competencies	<ul style="list-style-type: none"> - Organising workshops on the development of general competencies in study programmes for the chairpersons of study programme committees by Q2 - Pilot implementation of general competencies in at least two study programmes (updating the study programme + training for the teaching staff) by Q4 - Creation of a conformity matrix between extracurricular activities and competencies by Q2
Research-based educational model	<ul style="list-style-type: none"> - Model development by Q4

1.2. Research of a high international level

1.2.1. An increase in the comparative assessment of the quality score of VU's research fields (a higher assessment in 2023: no less than 10 fields evaluated no less than 4–5 out of 5 – 60% of fields)

Objective for 2021: Strengthening the skills of VU researchers: review/implementation of the system of schools of doctoral studies and implementation of international fellowships for VU researchers

Annual activities	Measurement of the fulfilment of activities
Building of VU doctoral interdisciplinary studies portfolio	<ul style="list-style-type: none"> - Review/development of doctoral studies course units, Q4

Establishing one new school of doctoral studies	- The new doctoral school in operation by Q4
Guidelines for the selection of VU researchers – international trainees	- Development and approval of the guidelines for the selection in Q4, announcing selection

1.2.2. International recognition of VU science: an increase in the number of top-level international research grants (ERC/MSCA IF/Coordinated Horizon Europe projects) (50%). *Baseline (number of analogous H2020 projects) – seven. Estimated Horizon Europe result – 11.*

Objective for 2021: Development of VU's international and interdisciplinary research projects:

- change in the number of HE/international research project applications submitted ((10% of baseline). *Baseline (Current number of international project applications) – 60. The target result is 66.*
- increasing the number of projects implemented by two or more units and involving two or more science fields that were started during the reporting year. *The number of projects funded by the Interdisciplinary Research Fund – ten, and the number of external funding applications submitted by project promoters funded by the Fund over the longer term – five.*

Annual activities	Measurement of the fulfilment of activities
Developing a system for supporting the preparation of international research projects	- An increase of around 10 per cent in the number of highly rated international research project applications. <i>(Baseline – the number of H2020, other targeted international programme applications scoring threshold score but not funded (on the reserve list) and funded applications – 30 applications per year. Planned result of annual activities – 33 applications per year).</i>
Developing of an interdisciplinary research support fund	- Developing procedure(s) for calls for interdisciplinary research projects by Q2 of 2021 - Organising two interdisciplinary seminars to promote ideas and activities for scientific cooperation in 2021

1.2.3. The growth of the share of foreign researchers working at VU for at least a year from the total number of academic staff (50 per cent more than the baseline). *The baseline is 3.8 per cent. The five-year objective is 5.7 per cent.*

Objective for 2021: Development of documents for international calls/launching calls

Annual activities	Measurement of the fulfilment of activities
Procedure for calls for visiting researchers / development and implementation of a marketing campaign	- Updating/approving the procedure for calls for visiting researchers by Q2 of 2021. (postdoctoral trainees), Q3 (other researchers) - Launching international calls by the end of Q3 of 2021

1.3. VU's influence on society and the State

1.3.1. The impact of VU's expertise on public policy formation (qualitative evaluation indicator)

Objective for 2021: Assessment of the expert impact on the State policy following the new methodology

Annual activities	Measurement of the fulfilment of activities
Formation of the VU Think Tank	- The concept of the Think Tank in Q4 and 10 policy formation debates on national strategic matters
Methodology for assessing the impact of VU on policy-making	- Development by Q4

1.3.2. A significant growth of scientific communication

Objective for 2021: Scientific communication in VU communication channels and community engagement plan and its implementation

Annual activities	Measurement of the fulfilment of activities
VU scientific communication system	- Scientific communication and community engagement plan by Q2
VU open science policy guidelines	- Preparation of the VU open science policy document by Q4
Open science: access to the outcomes of scientific research and their dissemination	- Increase in the number of full-text publications in eLABa, e-books, popular science books, and scientific research data/sets (in MIDAS)
Establishment of the VU International Conference Centre	- VU Scientific Meetings platform by Q3

1.3.3. Attracting motivated students to all study cycles (first choice to the first and second cycles, best graduates to doctoral studies)

Objective for 2021: A growth of 4% in VU as the first preference in the first and second cycles, increasing competition in doctoral studies

Annual activities	Measurement of the fulfilment of activities
Development of a long-term attraction concept	Developing a long-term concept for attracting new entrants by Q2
Summer/winter school development plan	Preparing the development plan by Q3

1.3.4. Involvement with the implementation of Sustainable Development Goals (participation in the ranking and number of activities)

Objective for 2021: Identification of priority SDG themes (health, quality education, climate change) and development of initiatives

Annual activities	Measurement of the fulfilment of activities
Development of interinstitutional partnerships	<ul style="list-style-type: none"> - Joint study and research activities and projects - Call for interdisciplinary study programmes and course units by Q3 (priority given to priority SDG themes)
Development and coordination of interdisciplinary university study initiatives	<ul style="list-style-type: none"> - Preparing the interdisciplinarity concept by Q2 - Proposing amendments to national legislation on interdisciplinary study programmes by Q3
Strategy for the development of VU's science fields	<ul style="list-style-type: none"> - Preparing the development plan for fields by Q4

1.4. The pedagogy of the 21st century

1.4.1. The areas under evaluation of the pedagogy field valued at least 4 points out of 5 in the external evaluation of 2024.

Objective for 2021: Updating and approval of the VU teacher training concept

Annual activities	Measurement of the fulfilment of activities
“Initiatives for the pedagogy of the 21 st century”	<ul style="list-style-type: none"> - Approving the coordination of teacher training centres and the model of subject-specific faculties by Q2 - Developing a VU teacher training concept by Q2

2. Strategic direction – **COLLABORATIVE**

2.1. Interdisciplinary and international research and studies

2.1.1. Enabling all students to gain international study experience (Study internationalisation indicator)

Objective for 2021: Development and approval of a methodology for developing the indicator for the internationalisation of study programmes

Annual activities	Measurement of the fulfilment of activities
Internationalisation of the study content (increasing the internationalisation of studies at home)	<ul style="list-style-type: none"> - Establishing internationalisation and data collection by Q3 - Study internationalisation initiatives fund, at least two calls per year
Introducing mobility windows	<ul style="list-style-type: none"> - Mobility window concept and implementation of the mobility window in at least five pilot programmes by Q3

Development of a sustainable international study programme portfolio	<ul style="list-style-type: none"> - Establishing a list of potential study programmes to be offered by Q2 - Establishing CAU working groups for developing/updating study programmes in Q3 - Starting the implementation of the renewed portfolio of international programmes in Q3
Audit and plan of international student attraction	<ul style="list-style-type: none"> - Audit and plan (Q2)

2.1.2. The impact of the Arqus Alliance partnership on VU studies and science (the number of community members involved, joint research and study initiatives)

Objective for 2021: Development of Arqus partnerships

Annual activities	Measurement of the fulfilment of activities
Employing Arqus strategic partnership for the benefit of the VU community	<ul style="list-style-type: none"> - Assessment of the Arqus partners' opportunities in research and studies (all CAUs) in Q2 - System for joint university support for Arqus activities by Q3

3. Strategic direction – **SUSTAINABLE**

3.1. Motivated employees and engaged students

3.1.1. Increased average score for engagement with work and studies and satisfaction with the organisation, job, unit compared to the assessment of 2020 (4.22 for engagement with work, an average of 4 for overall satisfaction with the organisation, job, unit)

Objective for 2021: Maintaining the score for engagement with work and studies and satisfaction with the organisation, job, unit with an increase in the number of respondents (964 staff members have now taken part in the survey, with an average score of 4.22 for engagement with work and 4 overall satisfaction)

Objective for 2021: Turnover of administrative staff no more than 10 per cent (currently 19 per cent)

Annual activities	Measurement of the fulfilment of activities
Increase of employee engagement with work and satisfaction with their job/unit/organisation	<ul style="list-style-type: none"> - Communication of the employee survey results to the community in Q1, performance improvement plans in the units and in the organisation as a whole in Q2, implementation by end of Q4

A system for the recognition of teaching and the development of teaching competencies	<ul style="list-style-type: none"> - Developing and approving the model for the teaching career system by 1 June 2021 - Description of general competencies for teaching by Q1 - Establishing a teaching staff academy and launching a contest for teaching innovation initiatives in April 2021 - Preparing a plan for the 'Teaching Innovations Day' and launching the call for initiatives by Q3 - Selecting educational consultants by Q1
Increasing student involvement and engagement	<ul style="list-style-type: none"> - A system for the provision of academic and social services for students (situation analysis in Q1) and improvement (plan in Q2) - Development of a package/portfolio of individual support services for students by Q3 - Preparing student recruitment procedure (Student Recruitment at VU project) by Q4 - Submitting a package of law amendment proposals to SADM/ŠMSM/LRS by Q4
Employee integration and general competencies' development programmes	<ul style="list-style-type: none"> - Employee training plan (Q1) and implementation, project 'The University Teaches the University' - Implementing the project on communicating the values of the organisation by Q4 - Employee integration programme in Lithuanian and English by Q2, implementing the programme by Q3, and improving it by Q4
Increasing the efficiency of key processes	<ul style="list-style-type: none"> - Description of at least two cross-functional processes and increasing the efficiency, approval by Q3
Introducing measures to reduce turnover in administrative staff	<ul style="list-style-type: none"> - Analysis of the causes of staff turnover, exit interview system - Preparing an action plan to reduce the causes of turnover (Q4)
Remuneration system analysis and improvement	<ul style="list-style-type: none"> - Analysis of the impact of remuneration procedure on organisational objectives and proposals for improvement by Q2

3.2. Infrastructure that meets future needs

3.2.1. Development of the infrastructure of Saulėtekis and Santara VU campuses, and humanitarian and social sciences

Objective for 2021: Launched projects (Medical Science Centre, MIF, CHGF and dormitory)

Annual activities	Measurement of the fulfilment of activities
The start of construction of the new CHGF building by the end of Q4	
Procuring the design of the MIF building	By end of Q4
Starting the design of the Saulėtekis dormitory	By end of Q4

Construction of the science centre of the Faculty of Medicine.	By end of Q4
Identification of the infrastructure needs for humanitarian and social sciences	By end of Q4

3.2.2. Improvement of the effectiveness of operational support (community satisfaction with operational support at least 4 out of 5)

Objective for 2021: Measuring the satisfaction with operational support services

Annual activities	Measurement of the fulfilment of activities
Workplace standard	- Developing the workplace and work equipment standard by the end of Q2
Increasing efficiency in public procurement	- Review of the process for the preparation of procurement and training for procurement initiators
Developing and improving e-systems (e-University)	- Completing the first procurement of VUSIS III (Q4) - Staff management system implementation solution (Q4) - Preparation of the VU IT development strategy and further development plan and implementation strategy preparation by Q4

3.2.3. Green University: (50 per cent emission reduction, research and education activities)

Objective for 2021: Emission reduction (10 per cent)

Annual activities	Measurement of the fulfilment of activities
Green University	- Developing and presenting the guidelines for Green University activities for the whole strategic period by Q4 Preliminary fields - (i) development of VU infrastructure, transport, and procurement policies to reduce greenhouse gas emissions, (ii) research activities, and (iii) educational activities - Energy audit of the academic buildings at Saulėtekis campus by Q4 - Installation of photovoltaic solar plants in VU buildings – selection of supplier, preparation of the technical design, monitoring of the efficiency of the energy-saving measures (Q4)

3.3. Financial growth through income diversification

3.3.1. A change of 25 per cent in the revenue from SR&ED solutions and services and lifelong learning activities compared to the previous five-year period

Objective for 2021: A growth of 5 per cent in the revenue from SR&ED solutions and services and lifelong learning activities

Annual activities	Measurement of the fulfilment of activities
Development of a lifelong learning centre	<ul style="list-style-type: none"> - Development of the lifelong learning concept by Q3 - Preparation of the lifelong learning activities development plan by Q4
<p>Developing a system for commercialising science. Knowledge and technology transfer promotion.</p> <p><i>Innovation fund calls (for patenting activities, investing in the University's spin-off companies and inviting more mature technological readiness of the SR&ED solution</i></p>	<ul style="list-style-type: none"> - Number of SR&ED licence agreements concluded – eight per year - Number of international patent applications submitted – five to seven per year - A 5 per cent increase in the annual turnover generated and the number of jobs created per year by innovative companies with the University's start-up title.
Supply of equipment and services to external users	<ul style="list-style-type: none"> - Revised and expanded services and rental of equipment offered (Q4)